TO: HONORABLE HANK COE
                  HONORABLE MATT TEETERS

FROM: Flint Waters, State Chief Information Officer

SUBJECT: ETS and WDE Joint Task Force

DATE: October 24, 2013

CC: Tony Young, Deputy Chief of Staff, Office of the Governor

EXECUTIVE SUMMARY

At the request of the chairmen of the Joint Education Committee, the Department of Enterprise Technology Services (ETS) is providing an update on the progress related to the ETS and WDE Joint Task Force.

"Progress on and developments from the joint ETS/WDE task force in IT strategic vision development and plan for school finance data administration and data collection systems and budget implications."

ETS continues to collaborate with the Wyoming Department of Education (WDE) on the maintenance and collection of educational data. In June, a continuity plan was developed identifying success criteria towards providing sustainable IT system support and technology consultation to the WDE. A joint ETS/WDE task force was established to address the administration and implementation of school finance and data collection including the identification of requirements necessary to facilitate the integrity, accuracy and security of all information and data utilized in calculation and distribution of payments to Wyoming school districts. The WDE, with support from ETS, is leading the efforts to implement the recommendations from the joint task force.

Success criteria and current status:

- WDE begins immediate classification and recruitment of open positions deemed appropriate in support of the recent data needs assessment (0004 and 0077).
    - The two positions were reclassified and recruitments were posted by WDE.

- Two occupied IT positions immediately move to ETS by Statute in support of the State IT mission (0051 and 0032).
    - The two occupied IT positions were transitioned to ETS. The two individuals completed the IT Consolidation on-boarding process to ensure correct team placement based on skills and career path desires.

- One open position would move to ETS for the immediate hiring of a project manager dedicated to WDE needs (0092).
    - The open project manager position was moved to ETS, recruitment is in the

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candidate selection stage of the process in collaboration with WDE.

- ETS provides staffing for a task force to collaborate as part of the larger team at WDE as they determine the needs for technology and data enhancements and continuity.
  - ETS has provided and continues to provide expertise in the areas of IT transition, business analysis, enterprise system architecture and education IT.

- ETS provides immediate evaluation of risk state of existing servers, systems and infrastructure and responds appropriately to ensure technology is stabilized.
  - Systems management is needed in the following areas:
    - SharePoint maintenance and management
    - Active Directory maintenance and management
    - Database Administration maintenance and management
    - Server Operating Systems maintenance and management

  - Security review and audit on WDE's Active Directory solution including the current user accounts and permissions. This review will cover identifying the appropriate user accounts and access rights. What has been found so far is that potentially some contractors may have inappropriate access to data and accounts through WDE's Active Directory.

  - WDE data staff are a competent team working to meet mandated reporting obligations and can most likely improve their capabilities if they have assistance in IT maintenance and management of the supporting environments.

  - One goal of WDE data staff is to migrate the Oracle data system to a Microsoft SQL platform; however, they do not have the resources, staff or time to complete this task on their own and will need assistance. It is perceived, this conversion is to address cost effectiveness for maintaining the databases as well as leveraging easier to find SQL database administrator support resources.

  - While assisting WDE in attempting to comply with open records requests from their email system under the Superintendent, ETS was able to locate older email files belonging to WDE staff with the exception of Cindy Hill and Kevin Lewis. These files are from the legacy email system operated by WDE before the Google implementation. More work is underway in an attempt clarify this report and check backup systems from legacy WDE email, prior to the staff being assigned to ETS.
    - Note: With enhanced software ETS was able to recover the missing email from a backup copy of the email system.

  - ETS has expedited review of budgetary items, bid waivers and RFP's to assist WDE in meeting short timelines related to legislative mandates.

- Joint task force provides input as needed regarding budgetary needs for immediate

submission on behalf of WDE and ETS.

- ○ ETS reviewed WDE's IT Budget Exception requests determining it best to continue with support and maintenance of existing systems.

- ○ It is the recommendation of ETS that a high-level strategic plan be developed before making decisions related to technology approaches and directions to ensure funds are being allocated appropriately to enhancements and upgrades. In the interim, support and maintenance agreements of existing systems need to be continued.

- ETS participants can assist, if requested, in the determination of position language for the hiring of the WDE positions outlined in the MPR/RTI assessment.
  - ○ ETS reviewed language for hiring of the WDE positions outlined in the MPR/RTI assessment.
  - ○ ETS used the B11 process to transfer an AWEC position to meet the need of a third position outlined in the assessment.
 - ○ All three positions were posted for recruitment by WDE.

Additional assistance:
- Upon request from WDE, quotes were provided for programming and database assistance to participate in reducing current backlog. This item is the only one with a potential budgetary impact. The use of these services is at the discretion of WDE within their existing budget.

- ETS has held several meetings with WDE to provide technical and planning expertise in meeting current and upcoming challenges.

Next steps:
- WDE major applications are being reviewed to determine further recommendations.

- ETS will work with WDE to identify appropriate security restrictions for contractors operating within the WDE system.
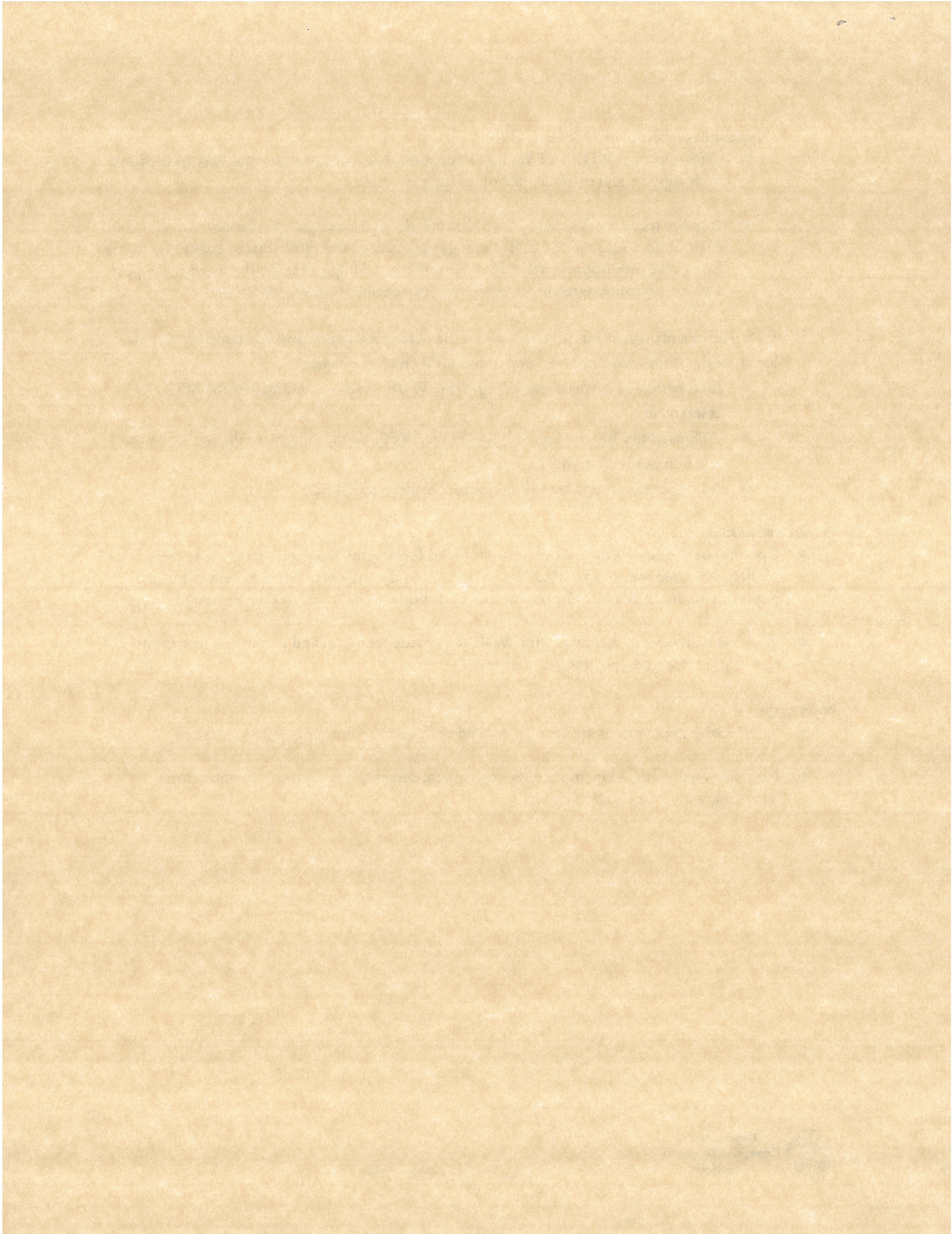
Wyoming Department of Education Technology Continuity Plan Overview - June 19, 2013

Summary

Mission: To immediately provide sustainable IT system support and technology consultation to the Wyoming Department of Education (WDE), release required open positions for hiring business data expertise at WDE, facilitate the transition of common IT services to ETS and assist as needed in the business data needs at WDE.

Success Criteria:

Key components identifying success:

- WDE begins immediate classification and recruitment of open positions deemed appropriate in support of the recent data needs assessment (0004 and 0077).
- Two *occupied* IT positions immediately move to ETS in support of the State IT mission (0051 and 0032).
- One open position would move to ETS for the immediate hiring of a project manager dedicated to WDE needs (0092).
- ETS provides staffing for a task force to collaborate as part of the larger team at WDE as they determine the needs for technology and data enhancements and continuity.
- ETS provides immediate evaluation of risk state of existing servers, systems and infrastructure and responds appropriately to ensure technology is stabilized.
- Joint task force provides input as needed regarding budgetary needs for immediate submission on behalf of WDE and ETS.
- ETS participants can assist if requested in the determination of position language for the hiring of the WDE positions outlined in the MPR/RTI assessment.

Participants:

- **Executive Sponsors:** Dr. Jim Rose, Flint Waters
- **Transition Manager:** Randy Huff
- **Transition Lead:** Patty Walsh
- **Project Manager:** TBD
- **Key Team Members:** Ray Brand - Enterprise Systems Architect, Laurel Ballard - Education IT Technology, Brett Adams-Case - Business Analyst Supervisor, WDE Business Owners (WDE POC to facilitate transition discussion and continued success of IT support from ETS), ETS Supervisors, ETS Business Analysts, WDE Data System Supervisor - TBD

Department *of*
Enterprise Technology
Services

Budget:
No budget

Term:
June 2013 - TBD

Continuity Plan Components:
- **Implementation/Transition Plan**
- **Communication Plan**
- **Change Management**

Roles & Responsibilities

Transition Manager

The Transition Manager is responsible for helping set direction and act as a champion to see the transition through to successful completion. This individual assists the team in their success through active support and assistance with escalated issues such as political roadblocks or need for mentoring or guidance over the contractors that are transitioned into ETS.

Transition Lead

The Transition Lead is responsible for the facilitation and collaboration of the transition process to completion of the documented transition plan. They would be charged with getting the appropriate team together, facilitating discussion around transitioning of duties and documenting the duties and projects associated, drafting the transition plan and facilitating the agency meetings.

Business Analyst

The Business Analyst will assist with additional plan documentation and communication, and participate as a key stakeholder in the transition to facilitate communications with the agencies.

System Architect

The system architect will assist in the assessment of the current state of servers and infrastructure at WDE. The architect will have access to all respective groups within ETS to deploy server experts, systems experts and network experts as needed.

Implementation/Transition Plan

Transition

The transition of the two IT staff will require an expedited transfer of situational knowledge to the relevant teams, ie: server group requires details on system dependencies, backup requirements etc.

The goal will be to fully document all of the roles, responsibilities and duties of each individual and document the process or actions that need to take place to transition the individual to work within the ETS environment and reporting structure, but also begin the knowledge share and collaborative interaction within ETS.

Communication Plan

Purpose

The purpose of the Communication Plan is to capture how communications will occur throughout the transition. Dr. Rose will manage communication with the two staff moving upon final decision. Once that communication is complete the transition lead will communicate with the two staff to facilitate the physical location of assignments and reporting requirements.

Once WDE identifies the individuals that will make up the WDE half of the task force meetings will be scheduled to begin the collaborative process of partnering for continued delivery of required services.

The business analyst from ETS will provide weekly updates to the sponsors and management leads for transparency and to address any noted issues, challenges or opportunities until the project manager is in place.

Change Management Plan

Process

Recognizing that the IT environment is ever changing and that at any given point an event may trigger a need to act on a transition outside of the state plan above. Recognizing this plan will act as a guideline for most situations, while remaining flexible. This may mean we have to address data and technology requests out of order, prior to weekly meetings, etc. In the instance that this occurs, the Transition Lead, Transition Manager and other key transition team members will consult with the Executive Sponsor, identify an appropriate approach for the situation and act accordingly.